

DD/A Registry  
File Personnel-17

DDA 76-0162

14 JAN 1976

MEMORANDUM FOR: Inspector General

SUBJECT :

Don:

1. We wish to express our appreciation to the Inspector General Staff for the handling of the [ ] and [ ] cases. Because there were many complexities to these two cases, I believe we were wise to hit upon the informal participation of the Inspector General before going to a straight and official confrontation between the employees and management. The approach which your staff members took in providing a forum for easy dialogue went a long way towards retaining the employment of these two fine officers. It is our understanding that Miss [ ] has agreed to an assignment in the [ ] and Mr. [ ] will go to [ ]

2. The Director of Security and our Career Service are grateful for your part in reaching this amicable solution.

/s/ John F. Blake  
John F. Blake  
Deputy Director  
for  
Administration

Distribution:

Orig & 1 - IG

1 - D/Security

- 1 - DDA Subject (w/ [ ] background)
- 1 - DDA Subject (w/ [ ] background)
- 1 - DDA Chrono (DO NOT CIRCULATE)
- 1 - JNM Chrono
- 1 - JFB Chrono

25X1A

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Next 3 Page(s) In Document Exempt

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*John N. McMahon*  
*Personnel-17*

DDA 75-5427

MEMORANDUM FOR: Director of Personnel

STATINTL

SUBJECT :

STATINTL

1. Mr. [ ] met with me on 13 November 1975 at his request. He indicated that he wanted to talk to me regarding the decision to terminate him from the Agency and wanted to discuss his case with me.

2. He carried with him a packet of papers reflecting his request for reconsideration of separation. I advised him that I had already read the documents and was thoroughly familiar with his case.

STATINTL

3. During the course of our conversation, while some points were amplified or put into slightly different connotation from what appears on the record, there was no basic input altering the facts at hand. He indicated that he did not want to go to [ ] and did not now even consider a separation assignment there even though earlier he had discussed this point. I don't believe that I persuaded him to take the assignment and he indicated upon conclusion of our conversation that he intends to appeal the decision.

4. He was worried that if the Director did uphold his position whether or not he would have a viable career afterwards. I assured him that it behooves all employees to obey the Director's decision, make sure it works, and that there would certainly be no animosity fostered or tolerated.

John N. McMahon  
Associate Deputy Director  
for  
Administration

Distribution:

STATINTL

- Orig & 1 - D/Personnel (w/Subject OPF and Case File)  
1 - D/Security  
1 - Mr. [ ]  
1 - DDA Subject w/background  
1 - JNM Chrono

ADDA:JNMcMahon:kmg (14 Nov 75)

25-2586

RECEIVED

File Personnel-17

12 NOV 1975

STATINTL

MEMORANDUM FOR: Mr. [REDACTED]

SUBJECT : Recommendation of Your Termination to the Director

In accordance with subparagraph [REDACTED] I STATINTL  
hereby inform you that I am recommending to the Director of  
Central Intelligence that he terminate your employment by  
this Agency. Also in accordance with that subparagraph, I  
inform you that you may file a written appeal from this recommendation  
with the Director within ten days of the date of this memorandum.

(SIGNED) F. W. M. Jarney

F. W. M. Jarney  
Director of Personnel

Distribution:

Original - Addressee  
1 - DDA  
1 - OS  
1 - D/Pers  
1 - OPF

REF ID: A66788

75-2405

personnel-17

13 OCT 1979

STATINTL

MEMORANDUM FOR: Mr. [ ]

SUBJECT : Notification of Consideration of your Separation

STATINTL

I have received from the head of your career service a recommendation under HR [ ] that you be separated from the Agency. In accordance with subparagraph [ ] of that regulation, I therefore confirm to you that you are being considered for separation and I extend to you an opportunity to submit to me a written statement, or to comment orally, within ten days of the date of this memorandum.

STATINTL

F. W. M. Jamney  
Director of Personnel

Distribution:

- Original - Addressee
- 1 - DDA
- 1 - OS
- 1 - D/Pers
- 1 - OPF

22 JAN 1976

MEMORANDUM FOR: Inspector General

SUBJECT : IG Investigations of the [ ]  
and [ ]

STATINTL

STATINTL

REFERENCE : Memo fr IG dtd 9 Jan 76, same subject

1. It appears that both the [ ] and the [ ] cases have been resolved in a manner satisfactory to both the employees and the Office of Security. As you probably are aware, both [ ] after individual conversations with me, agreed to accept assignments in [ ]. I wish to express my appreciation for your role in providing the forum within which the differences between the Office and these two young officers could be resolved.

STATINTL

STATINTL

2. While I have no desire to continue the dialogue in a case which has been satisfactorily resolved, I do believe however that it is necessary for me to respond to reference in view of the inaccuracies which it contains. I believe it would be unfair to some of the individuals mentioned in reference if the memorandum was permitted to become a record copy of this problem without some explanation of the other side. My comments are keyed to the paragraphs of reference.

3. I should like to note that in my conversations with [ ] and in their conversations with other representatives of the Office of Security, it was made very clear that both these young officers could contact any representative of the Office at any time they might desire to work out a solution to the problem. In effect, our approach to [ ] has been an approach of reconciliation. Both of these officers knew that the Office of Security had no concerns over their performance, but there was concern about their stated unwillingness to accept assignment in [ ]. In summary, the door of my office and that of other senior

OS 6 0285

STATINTL

members of the Office of Security was always open to [ ] STATINTL  
[ ] I recognize, however, that they did not take advantage of this open invitation until the Inspector General representative again made this offer to them.

STATINTL

4. Paragraph 3 of your memorandum indicates that neither of these officers flatly refused assignment to [ ] STATINTL  
[ ] This statement is not supported by the facts in the case. Both officers stated that they would not accept an assignment outside the Washington, D. C. area in the investigative area. With reference to [ ] STATINTL  
she was offered an assignment in any [ ] STATINTL of her choosing that had a vacancy which could accommodate her. This offer was made not only by Office of Security officials but also by the Director of Personnel.

5. In commenting on paragraph 5, subparagraph (f), I should like the record to show that flexibility has always been an important ingredient in the Office of Security and is so reflected in Office of Security Directive No. 74-11 dated 14 May 1974, subject: Office of Security Criteria for Professional Employees; and in Office of Security Directive No. 75-7 dated 2 April 1975, subject: Office of Security Competitive Evaluation Criteria. Therefore, I think that it is improper to characterize Mr. Kane's attitude on this subject as "seeing red." I believe a more accurate view of his attitude on this subject would be a concern in the same manner as he would have a concern for performance. In addition, I believe the documentation on the [ ] STATINTL case makes it very clear that performance, not flexibility, was always the principle issue of concern.

STATINTL  
STATINTL

STATINTL

STATINTL  
STATINTL  
STATINTL

6. In paragraph 5 (i) the implication is clear that [ ] and [ ] were mutually exclusive in terms of Office policy. This is not so. [ ] need for generalist training is a case easily made. [ ] role to add youth to [ ] is equally simple to justify. [ ] Office since his EOD with the Office of Security in 1966. He was reassigned to Headquarters in September 1975. His ICAP (Individual Career Advancement Program form) in 1973 and his

STATINTL Assignment Preference Form provided in mid-1974, indicated  
STATINTL interest in reassignment to pursue a generalist career in  
the Office. However, it is with paragraph 5 (j) that I  
take issue in particular. That subparagraph indicates an  
allegation that Mr. [ ] was chosen because Mr. Kane  
considered him a smart aleck. As I mentioned to both  
Inspector General representatives who were working on this  
case, Mr. Kane had no part in the selection of Mr. [ ]  
for his assignment to [ ] This decision  
was made without consulting Mr. Kane and his role in the  
selection was that of approval. STATINTL

STATINTL 7. In commenting on paragraph 7 (a), the point should  
be made, it seems to me, that the supervisors referred to  
at [ ] are the very same people who are making allegations  
in paragraph 5. It is probably true that Headquarters had  
all too little visibility of what the supervisors were telling  
their people about career management matters. That such  
utterances were out of phase with the real policy comes as  
no great surprise. Actions have been taken to insure that  
the management of the [ ] is more con-  
versant with general Office of Security policy.

STATINTL 8. With reference to paragraph 7 (c), I believe that  
STATINTL this paragraph is in conflict with itself. Both [ ]  
and [ ] had full opportunity to express their  
assignment preferences. The fact that they did an incomplete  
job should hardly be blamed on the Office of Security. Both  
had an opportunity to identify personal, family, or medical  
problems which may have effectively curbed their flexibility  
to accept assignments [ ] overseas. On many  
occasions, after the new assignments were surfaced to [ ]  
[ ] they had many opportunities to discuss any  
real problems with accepting the assignments. As is well  
known, neither [ ] surfaced any reason for  
not accepting the assignments except to say that they did  
not believe they would be in their best career interests. STATINTL

STATINTL 9. The above comments are made in the hope that a more  
accurate portrayal of these cases may become a matter of  
record. It is my opinion that reference paints both indivi-  
duals as flexible but misunderstood victims. This patently  
was not the case. These two officers persistently reacted



to the proposals of reassignment by reflecting negatively without providing the Office of Security with any concrete indications of what their objections were. The failure of reference to address this self-serving frame of reference is perhaps its most serious fault.

10. There is no doubt that communications can be improved and action has been initiated with a view toward improving communications not only between Headquarters and the field offices but between supervisors and those being supervised at every level. I certainly accept whatever responsibility belongs to the Office of Security for the events which led to this problem involving [redacted] and [redacted] STATINTL  
[redacted] I believe there are some lessons to be learned from this incident and hopefully both the Office and the two individuals involved will profit in some way from this experience.

11. Again, I would like to acknowledge my appreciation for the efforts of the Inspector General in this matter. STATINTL

[redacted]  
Robert W. Gambino  
Director of Security

cc: DD/A



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SECRET

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## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

STATINTL

STATINTL

IG Investigations of the [redacted]  
and [redacted] Cases

FROM:

EXTENSION

NO.

Robert W. Gambino  
Director of Security

6777

DATE

22 JAN 1976

TO: (Officer designation, room number, and building)

DATE

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

22 JAN 1976

33

DD/A

2.

22 JAN 1976

4

ADDA

3.

Registry file

4.

5.

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.

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